

Part II, Standard 1. Mission, Governance and Administration



1. Describe the administrative structure of the unit, including to whom the unit administer reports to within the university. Include names and titles. The information should extend from lowest level of administrative responsibility within the unit to the institution's chief executive officer.

President Burns Hargis is the chief executive officer for four campuses with the Oklahoma State University system in Stillwater, Tulsa, Okmulgee and Oklahoma City.

Dr. Gary Sandefur is the Oklahoma State University Provost and Senior Vice President for Academic Affairs. Vice presidents, deans of college and the graduate college, and assistant vice presidents answer directly to Dr. Sandefur.

Dr. Glen Krutz is the Dean of the College of Arts & Science, having started in that position July 1, 2019. Dr. Tom Wikle is the Associate Dean for Academic Programs and interim Associate Dean for Instruction and Personnel. Dr. Kristen Baum is interim Associate Dean for Research and Facilities. The College also offers services to its two schools and 22 departments through its Outreach, Student Services and Fiscal Affairs units; each has a director leading it. The School of Media & Strategic Communications is the third-largest academic unit in the College.

Craig Freeman is the Director of the School of Media & Strategic Communications. The School's faculty and staff report to the Director.

The SMSC Director is responsible for budgeting, planning, academic leadership, including oversight of advising, curriculum and instruction, and personnel administration of the School. The Director is also responsible for the Paul Miller Building, in which the School is housed.

Gina Noble is Associate Director for Undergraduate Studies in the School of Media & Strategic Communications. The Associate Director is responsible for course scheduling and teaching assignments and assists with curriculum development.

Dr. Lori McKinnon is the Coordinator of Graduate Studies for Mass Communications program on the Stillwater campus. She coordinates admissions and does initial advising of graduate students. Although the Graduate Coordinator sets up regular Graduate faculty meetings and helps draft curriculum policies, the position does not involve supervising personnel.

Each of the three undergraduate degree programs has a program coordinator who reviews course schedules and teaching assignments and provides the Director and Associate Director with feedback on these and other curriculum matters. The program coordinators meet with faculty members in the respective degree programs at least once per semester to review the curriculum and maintain standards and rigor. These positions, however, do not have any official administrative responsibilities. The School also has an Outreach Coordinator, John Helsley, whose

main role is supervising two of the School's biggest outreach events: Journalism High School Day and the Oklahoma College Media Association.

The School's student advisers, Karen Christian and Mary Daniels, report directly to the Director. In addition to student advising, Christian is also responsible for assisting the Associate Director with course scheduling and teaching assignments. Daniels is responsible for outreach activities and scholarships.

Melissa Coldiron, senior administrative associate, also reports directly to the Director, as does the in-house engineer, Chris Notch. The financial assistant and office assistant report to Coldiron.

The O'Colly Media Group was created in 2018 to merge student multimedia outlets at Oklahoma State into one unit. This allows all interested students to work in a more contemporary media organization that offers cross-platform distribution of news and information. The Media Group is *The O'Colly* (newspaper published three times a week) and the *O'Colly* website, a daily cable newscast (*The Daily O*) and other video content produced under the banner of *O'Colly Creative*; the student internet radio station (KXZY); and *MODMuze*, an online fashion and entertainment magazine. The O'Colly Media Group and its management are only administratively and loosely connected to the School. The OSU Student Media Board governs O'Colly Media Group. The board is made up of 15 members and the School's Director is an ex-officio member. According to the bylaws, the Student Media Board is accountable to the University President. Faculty instructor Max Andrews oversees O'Colly Media Group, including the news adviser, John Helsley, and other professional staff. The Media Group Director reports to the School Director.

2. Describe the unit's process for strategic or long-range planning. Attach a copy of the unit's written strategic or long-range plan. This plan should give the date of adoption/revision and any timeline for achieving stated goals.

The School created its latest strategic plan in winter 2019. Unlike previous internal efforts, the School received outside assistance in working through initial planning steps. Members of the School's faculty and administrative unit were invited to take part in two all-day planning sessions in January and February. Brent Douglas of Magellan Executive Partners led the sessions. From these meetings, meeting participants identified five growth initiatives: (a) Student Engagement; (b) Student Recruitment; (c) Satisfaction; (d) Social Media Strategy; and (e) Fundraising. The plan was discussed at the April faculty meeting, with faculty and administrators doing additional work on the document during Summer 2019. After a final discussion, the plan was brought up for a vote at the faculty's September 2019 meeting where it was approved (See Appendix 1-1). The document updates the strategic plan adopted Aug. 16, 2013.

3. Describe the unit's policies and procedures for faculty governance. Provide copies of faculty policy manuals, handbooks or other documents specifying

policies, procedures and the roles of faculty and students in governance and in development of educational policy and curriculum (The may be included in the appendices binder or in a digital file).

The Oklahoma State University policies and procedures as set out in the OSU Faculty Handbook govern the School (a copy of the OSU Faculty Handbook will be available in the workroom during the site visit).

Although the School has freedom in terms of setting education policy and content for its students, OSU policies guide the School in terms of its mission as set out in the OSU Faculty Handbook:

The basic functions of a university are to advance, evaluate, preserve and transmit knowledge and to foster creative capabilities. A community of faculty, students and administrators who are free to exercise independent judgment in fulfilling their educational responsibilities performs these functions. The governance of a university should be designed to allow this community to select and carry out its responsibilities with maximum effectiveness and integrity. The Faculty, the Administration, and the Board of Regents for Oklahoma State University and the A & M Colleges have come to play the most important roles in the government of Oklahoma State University. The Faculty, which is entrusted with the primary tasks for which educational institutions are organized, defined at Oklahoma State University as a teaching, research and extension, is recognized as an essential participant in formulating and recommending university policies.
(p. 3)

This Charter of Organization of the General Faculty is therefore adopted to promote the effectiveness of the University in the discharge of its responsibilities, and particularly to provide the most effective mean for using the competencies of the members of the Faculty for formulating, recommending, and executing the educational policies, procedures and long-range plans of the University.

Various mechanisms for faculty participation in determining educational policy exist at the School level. They are:

- Faculty members are elected to serve on SMSC committees that govern educational policy, namely, the Curriculum Committee, the Assessment Committee and the Student Services Extension Committee.
- The School Director may initiate discussion on educational policy items by requesting the applicable committee to routinely review existing policies and develop recommendations.
- The School Director may, as in the case of the curriculum redesign, create ad hoc work groups to make proposals on new courses and requirements.
- Faculty members all participate in the review of policy, procedures and curriculum at the school's annual faculty retreat. When suggestions made at

these sessions are acted on, either the Director or the relevant committee brings the actions to the full faculty for a faculty vote.

- The applicable committee chair or members or both may initiate discussion on educational policy items as a routine evaluation or in response to changes in the profession or university that justify a review.
- Faculty members in their individual program sequences have the ability to discuss curriculum and other pertinent academic issues during meetings held each semester. Proposal can be brought forth before the full faculty or the relevant departmental committee.
- Individual faculty members may request an item be placed on the agenda for a faculty meeting or may submit the item to the School Director to be forwarded to the committee that has jurisdiction over the issue or may submit the item directly to the chair of the applicable committee.

4. How often did the faculty meet during the most recent academic year?

During the 2018-19 academic year, general faculty sessions were held six times: Aug. 17, Nov. 30, Jan. 25, Feb. 22, March 29 and April 26. The School's faculty and administrative staff also participated in two daylong retreats regarding strategic planning. Those meetings occurred Jan. 11 and Feb. 18.

5. List faculty committees and chairs. List any ad hoc committees in operation at the time of the study.

Each faculty member is directly involved in determining the educational policies of the unit. There are five standing faculty committees in the School of Media & Strategic Communications. Tenured, tenure-track and clinical faculty members elect committee members by secret ballot at the beginning of the school year. (See Appendix 1-2 for examples of ballots).

The Personnel Committee is charged with the responsibility for overseeing the reappointment and tenure/promotion process, faculty mentoring, nominating a member to serve on search committees and overseeing the implementation of the School's Diversity Plan. Five members of the committee are elected from the list of tenured faculty members.

The Curriculum Committee consists of five members, with elected members serving three-year, staggered terms. A senior academic adviser assigned to curricular matters sits as an ad hoc member. This committee is the first to consider any changes to the unit's curriculum and also is charged with responsibility for reviewing any student petition to deviate from the established curriculum.

The Student Services/Extension Committee consists of five members serving three-year, staggered terms. The Student Services/Extension Committee approves the development of extension courses and supervises the scholarship competition within the School. The committee encourages and assists faculty members with outreach

and some recruitment from area high schools, especially for outstanding minority students. The main thrust of our recruitment activities fall to the SMSC Ambassadors group (see more in Section 8—Student Services).

The Faculty Assessment Committee is made up of the three sequence heads (Sports Media, Multimedia Journalism, Strategic Communications) and the Graduate Coordinator. The members are tasked with reviewing student assessment and procedures. These reviews provide a basis for discussing potential changes in program curriculum.

The Technology Committee consists of five members, with elected members elected to two-year, staggered terms. This committee has the responsibility for decisions regarding equipment and software purchases for use within the School from technology money the University provides. The committee also considers matters related to student equipment use and checkout and lab policies.

The following table describes the committee assignments within the school during the 2018-19 academic year:

Committee Name	Faculty Members	Term Expiration Date
Personnel Committee (Five full-time tenured faculty serving a one-year term.)	Stan Ketterer John McGuire Lori McKinnon Joey Senat Danny Shipka	08/31/19 (all)
Curriculum Committee (Five members serving three-year term—staggered)	Skye Cooley Jared Johnson Lori McKinnon Gina Noble Hillary Speed Karen Christian	08/31/21 08/31/19 08/31/20 08/31/21 08/31/19 Continuous
Student Services/Extension Committee (Five members serving three-year terms—staggered)	Clara Bae Skye Cooley Jared Johnson Danny Shipka Hillary Speed Mary Daniels	08/31/20 08/31/20 08/31/20 08/31/21 08/31/19 Continuous
Faculty Assessment Committee (ad hoc standing committee consisting of program heads and graduate coordinator)	Gina Noble John McGuire Lori McKinnon Joey Senat Bobbie Kay Lewis	Continuous Continuous Continuous Continuous
Technology Committee	Max Andrews Skye Cooley	08/31/19 08/31/20

(Two tenured/tenure track or clinical serving three-year terms and two adjunct/visiting serving a one-year term)	Jeremy Davis Jared Johnson Chris Notch	08/31/19 08/31/20 Continuous
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6. Describe the faculty's contributions to the administration and governance of the university.

As one of the largest programs within the College, SMSC faculty members are routinely involved in service on committees at the University and College level charged with these activities. For example, Dr. Ted Kian is serving on the A&S Faculty Council and Dr. John McGuire represented the School on the A&S Retention, Promotion, and Tenure Committee, and Dr. Stan Ketterer is a member of the A&S Policy and Planning Committee.

7. Describe the process for selecting, appointing and evaluating unit administrators.

Each spring, the Dean of the College of Arts & Sciences, via a standard form (see Appendix 1-3), solicits from the faculty members their evaluation of the unit administrator. The Unit administrator is judged in three broad areas: leadership, administration and communication. Before meeting for a formal evaluation, the Director is asked to submit a summary of major accomplishments in the School to the Dean. The Dean then meets with the unit administrator to discuss the faculty's evaluation and provide the administrator with the Dean's evaluation.

The Dean's evaluation of the Director of the School of Media & Strategic Communications in April 2019 was positive. The Director was complimented for his enthusiasm, his efforts in increasing external department financing and the growth in diverse majors (24% in 2014 to 33% in 2018).

8. Describe the unit's process for timely and equitable resolution of complaints and concerns expressed by faculty, staff or students.

Oklahoma State University has a standing university committee in Academic Affairs to resolve grade complaints. If a complaint is presented to the Director, then he or she tries to get the student and faculty member to meet and discuss the issue. At the request of either party, the Director will sit in on this meeting. Usually the complaint is resolved through this process. If not, students are referred to Academic Affairs, where they are provided an opportunity to present their side of an issue to a committee composed of faculty and students.

Student complaints regarding SMSC faculty or other School matters are presented to the Director. These discussions are always confidential and the utmost discretion is used to protect the student. The discussions conclude with an agreement between the student and Director on how best to resolve the issue. The matter always is raised with the faculty member to create awareness of the scope of the problem. Discussion may take place immediately or some students prefer that the administrator intercede after the term is completed and grades are submitted.

When complaints concern grades received in classes, students are offered the chance to present any evidence that the grade received was unwarranted or unfair. When appropriate, a subsequent discussion is held with the faculty member either before or after the submission of final grades. It is often the case these discussions can bring about an equitable resolution, but not always. In those cases, the student is referred to academic affairs for review through the normal appeals process. It is the policy of the School not to have the Director intervene directly in grading issues unless extraordinary circumstances make it necessary.

The Director directly receives faculty complaints or concerns, ranging from class assignments to compensation and promotions issues. Discussions are held and attempts to resolve the problem may involve anything from regularly scheduled meetings to commitments to rescheduling courses. Some of the issues regarding teaching and research workload have been addressed by the adoption of a workload policy in the 2018 fall semester (see Appendix 1-4). Staff complaints or concerns are handled the same way.